Course Title: Ethical Leadership & Decision Making

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To provide leaders and professionals with the foundational knowledge, practical frameworks, and critical thinking skills to navigate complex ethical dilemmas, make sound and defensible decisions, and actively foster a culture of integrity and psychological safety within their teams and organizations.
- **Core Focus:** Frameworks for ethical decision-making and building a culture of integrity.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Define** ethical leadership and articulate its importance for organizational trust, reputation, and long-term success.
- **Identify** and analyze their own personal values and potential ethical blind spots.
- **Apply** multiple ethical decision-making frameworks (e.g., Utilitarian, Deontological, Virtue, Rights-based) to complex business scenarios.
- **Recognize** and mitigate common cognitive biases and situational pressures that can lead to unethical choices.
- **Develop** the skill of "moral imagination" to generate creative and ethical solutions to dilemmas.
- **Foster** a "speak-up culture" and psychological safety, where team members feel empowered to raise ethical concerns.
- **Communicate** ethical decisions with transparency and clarity.
- **Lead by example** and embed ethical principles into daily team operations and performance management.
- **Develop** a personal action plan to strengthen their ethical leadership and promote a culture of integrity.

Target Audience:

- Managers, team leaders, and supervisors at all levels.
- Senior leaders and executives responsible for setting the ethical tone.
- HR, Compliance, and Legal professionals.
- High-potential employees and anyone aspiring to a leadership role.

Prerequisites:

- None. This course is designed to be accessible to professionals from all functional areas.

Teaching Methodology:

This is a highly interactive, reflective, and discussion-based workshop. The methodology includes:

- **Interactive Lectures:** Introducing ethical theories, frameworks, and behavioral science concepts.

- **Case Study Analysis:** Deeply analyzing real-world and hypothetical ethical dilemmas from various industries.
- **Ethical Simulations & Role-Playing:** Placing participants in challenging scenarios where they must make and defend ethical choices.
- **Group Discussions & Debates:** Exploring the nuances of "gray area" decisions where clear right/wrong answers are absent.
- **Self-Assessments & Reflection:** Tools and exercises for understanding personal values and decision-making styles.
- **Action Planning:** Developing personal and team-based plans to apply learning directly to their work.

*(For **Online Delivery**, this will be adapted using breakout rooms for case study discussions, polls to gauge ethical perspectives, virtual whiteboards (e.g., Miro/Mural) for brainstorming, and anonymous Q&A features to encourage open discussion on sensitive topics.)*

Materials Provided:

- Comprehensive digital or printed workbook with key frameworks, ethical tests, case studies, and reflection guides.
- A "Leader's Toolkit" with templates for a decision-making framework, a guide for fostering psychological safety, and conversation starters for ethical discussions.
- Detailed case study documents for analysis.
- A personal action plan template for ethical leadership development.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Foundation – Why Ethics Matter & The Leader's Role

- **Module 1: Defining Ethical Leadership in the Modern Workplace (Approx. 2.5 hours)**
  - Welcome, introductions, and establishing a safe and confidential space for open dialogue.
  - What is ethics? What is ethical leadership?
  - The business case for ethics: Moving beyond "just compliance" to building trust, reputation, and sustainable success.
  - The leader's critical role in setting the "tone at the top" and "mood in the middle."
  - **Activity:** "Ethical Role Models" – Participants discuss leaders they admire and the ethical qualities they embodied.
- **Module 2: Understanding Your Personal Values & Ethical Compass (Approx. 2.5 hours)**
  - The foundation of ethical leadership: Self-awareness.
  - **Workshop:** A guided exercise to help participants identify and articulate their core personal values.
  - Exploring how personal values align with or conflict with organizational values.
  - Understanding how values influence decision-making, especially under pressure.
- **Module 3: Introduction to Ethical Frameworks (Part 1) (Approx. 2.5 hours)**

- Moving beyond "gut feel": The need for structured frameworks.
- **Utilitarianism:** The Greatest Good for the Greatest Number. (Pros and Cons).
- **Deontology (Duty-Based Ethics):** Universal Rules and Moral Duties. (Pros and Cons).
- **Case Study:** Applying both frameworks to a simple business dilemma to see how they can lead to different conclusions.
- **End of Day 1 Recap & Q&A.**

Day 2: Advanced Frameworks & The Psychology of Ethical Lapses

- **Module 4: Introduction to Ethical Frameworks (Part 2) (Approx. 2.5 hours)**
  - **Rights-Based Ethics:** Respecting the fundamental rights of individuals.
  - **Virtue Ethics:** Focusing on character and what a person of integrity would do.
  - **Justice/Fairness:** Ensuring fair processes and equitable outcomes.
  - Combining the frameworks for a more robust analysis.
- **Module 5: A Practical, Integrated Ethical Decision-Making Model (Approx. 3 hours)**
  - Introducing a simple, step-by-step model for leaders to use:
    1. Recognize the ethical issue.
    2. Gather the facts.
    3. Identify the stakeholders and their perspectives.
    4. Evaluate the alternative actions using ethical frameworks and tests.
    5. Make a decision and test it ("sunlight test," "front-page test").
    6. Act and reflect on the outcome.
  - **Intensive Workshop:** Participants work in groups to apply this integrated model to a complex, multi-stakeholder case study.
- **Module 6: Behavioral Ethics: Why Good People Make Bad Decisions (Approx. 2 hours)**
  - Introduction to the psychology of unethical behavior.
  - **Cognitive Biases:** Unconscious biases that distort our ethical judgment (e.g., confirmation bias, overconfidence, self-serving bias).
  - **Situational Pressures:** How authority, conformity (groupthink), and organizational goals can lead people astray.
  - **Ethical Fading & Moral Disengagement:** How we rationalize unethical choices.
  - **Activity:** Identifying potential biases and pressures in real-world business scandals.
  - **End of Day 2 Recap & Q&A.**

Day 3: Building an Ethical Culture – The Leader's Toolkit

- **Module 7: The Leader as a Cultural Architect (Approx. 2.5 hours)**
  - What is an ethical culture?
  - The formal and informal systems that shape culture (e.g., policies, rewards systems, stories, rituals, language).
  - The leader's role in aligning these systems to support integrity.
  - Diagnosing the ethical health of your team's culture.
- **Module 8: Fostering Psychological Safety & a "Speak-Up" Culture (Approx. 3 hours)**
  - Defining psychological safety and its critical link to ethics and innovation.
  - Leader behaviors that create or destroy psychological safety.

    - Techniques for encouraging dissent, questions, and the raising of ethical concerns without fear of retaliation.
    - How to respond effectively when an employee raises an ethical concern.
    - **Role-Play Workshop:** Practicing how to respond to an employee who brings forward a difficult ethical issue.
- **Module 9: Embedding Ethics into Team Processes (Approx. 2 hours)**
    - Integrating ethical considerations into:
        - Goal setting and performance management.
        - Team meetings ("ethical moments").
        - Hiring and promotion decisions.
        - Recognition and rewards.
    - **Workshop:** Brainstorming practical ways to embed ethical prompts into the daily routines of a team.
    - **End of Day 3 Recap & Q&A.**

Day 4: Navigating Gray Areas & Leading with Transparency

- **Module 10: Dilemma Lab – Navigating "Right vs. Right" (Approx. 3 hours)**
    - Moving beyond simple right vs. wrong to tackle complex dilemmas where legitimate values are in conflict (e.g., Truth vs. Loyalty, Individual vs. Community, Short-term vs. Long-term).
    - Analyzing several complex, "gray area" case studies where the best path forward is not obvious.
    - **Group Debate:** Different groups are assigned to argue for different courses of action in a dilemma, forcing a deep exploration of the trade-offs.
- **Module 11: The Challenge of Conflicts of Interest (Approx. 2 hours)**
    - Identifying actual, potential, and perceived conflicts of interest.
    - The leader's role in modeling transparent disclosure and management of conflicts.
    - Creating a team environment where disclosure is the norm.
- **Module 12: Communicating Ethical Decisions & Leading with Transparency (Approx. 2.5 hours)**
    - The importance of explaining the "why" behind difficult ethical decisions.
    - A framework for communicating decisions transparently to build trust, even when the outcome is unpopular.
    - Leading with authenticity and accountability when mistakes are made.
    - **Activity:** Drafting a communication plan for a difficult ethical decision from a case study.
    - **End of Day 4 Recap & Q&A.**

Day 5: Sustaining Integrity & Your Leadership Action Plan

- **Module 13: The Role of Corporate Social Responsibility (CSR) & ESG (Approx. 2.5 hours)**
    - Connecting internal ethics to broader societal responsibilities.
    - Understanding the basics of Environmental, Social, and Governance (ESG) frameworks.
    - The leader's role in championing authentic CSR/ESG initiatives and avoiding "ethics washing."

- **Module 14: Moral Courage & Speaking Truth to Power (Approx. 2 hours)**
  - What is moral courage?
  - Strategies for raising ethical concerns with superiors or in a challenging organizational culture.
  - Building your own resilience to act ethically in the face of pressure.
- **Module 15: Your Ethical Leadership Action Plan (Approx. 2.5 hours)**
  - **Action Planning Workshop:** Participants reflect on their key learnings and create a personal action plan.
  - The plan will focus on:
    1. One personal behavior to strengthen their ethical leadership.
    2. One team-level action to foster a culture of integrity.
    3. A strategy for an anticipated ethical challenge.
- **Module 16: Course Review & Commitment to Ethical Leadership (Approx. 1 hour)**
  - Review of key ethical frameworks and leadership strategies.
  - Open forum for final questions and sharing key insights.
  - Participants share one key commitment from their action plan.
  - Course evaluation and closing.